



April 27, 2015

REQUEST FOR PROPOSALS
STRATEGIC PLANNING SERVICES

Request for Proposal No. 2015-003

APPROVED:

A handwritten signature in black ink, appearing to read "Kevin A. Dillon", written over a horizontal line.

Kevin A. Dillon, A.A.E.
Executive Director

APPROVED:

A handwritten signature in black ink, appearing to read "Laurie A. Sirois", written over a horizontal line.

Laurie A. Sirois
Manager of Grants, Contracts and
Procurement

OVERVIEW

The Connecticut Airport Authority (CAA) was established via Public Act 11-84 and operates under the provisions of Chapter 267b, sections 15-120aa through and inclusive of 15-120pp of the Connecticut General Statutes. The CAA is a quasi-public entity responsible for managing, operating and developing Bradley International Airport and five general aviation airports (Danielson, Groton-New London, Hartford-Brainard, Waterbury-Oxford and Windham) (collectively referred to herein as the "CAA Airports"), as well as ensuring compliance by those airports and other airports within the State of Connecticut with all federal obligations with respect to those airports. The CAA serves as an economic driver in Connecticut, making the state's airports more attractive to new routes, new commerce, and new companies who may be considering making Connecticut their home.

INTRODUCTION

The CAA is seeking proposals from qualified firms to provide assistance in the development of a strategic planning and management system for the Connecticut Airport Authority's airport system.

REQUEST FOR PROPOSALS REQUIREMENTS

The CAA requires that the respondents keep the proposal to less than ten double (twenty single) sided 8 ½ x 11 pages, not including, organizational chart, resumes (one page, single-sided), and cover letter (two pages, single-sided maximum). Font size shall not be any smaller than Arial 12 point, or equivalent. Proposers must include an e-mail address for the primary point of contact for this RFP in the cover letter.

Proposing firm shall submit five printed copies and one electronic copy of the proposal on either a flash drive or DVD together in a sealed package to:

Laurie A. Sirois
Manager of Grants, Contracts and Procurement
Connecticut Airport Authority
Bradley International Airport
334 Ella Grasso Turnpike
Suite 160
Windsor Locks, CT 06096

Attn: RFP No. 2015-003 – Strategic Planning Services

The proposal must be submitted no later than **2:00 p.m., May 20, 2015** Eastern time. Late submissions will **not** be accepted. **Proposals will not be publicly read.** Questions concerning this RFP are due no later than **2:00 p.m., May 13, 2015**. The CAA responses to questions concerning this RFP may be shared with each responsive, proposing firm to ensure equal awareness of important facts and details.

By submitting a proposal, the firm certifies that it has fully read and understands the RFP, has full knowledge of the scope of work to be provided, and accepts the terms and conditions under which the services are to be performed.

The CAA reserves the right to interview some, all, or none of the firms responding to this RFP based solely on its judgment as to the firm's proposals and capabilities. The CAA reserves the right to request and consider additional information from submitters and to reject any and all submittals on any basis without disclosing the reason. No firm may withdraw their submittal for at least 120 days after the time and date set for submission. The CAA reserves the right to waive any irregularities and technical defects.

POINT OF CONTACT

The point of contact for all submissions and correspondence regarding this RFP will be Laurie Sirois (Purchasing Agent). She may only be reached by e-mail, at procurement@ctairports.org. Submissions of questions, correspondence or requests for clarification to persons other than the Purchasing Agent, or in a form other than e-mail, will not receive a response.

INTERPRETATION AND ADDENDA

No interpretation or clarification regarding this RFP will be made verbally to any Proposer. Requests for interpretation or clarification must be submitted electronically to the Purchasing Agent. When submitting a request for interpretation or clarification, Proposers are encouraged to reference the RFP page and topic number pertinent to the question(s). All questions must be submitted no later than the date and time stated above for the submission of questions. Any questions received after that time will not be addressed.

Interpretations, clarifications and supplemental instructions from the CAA will be in the form of a written addendum, which will be posted to the State of Connecticut Department of Administrative Services and the CAA websites.

Only the written interpretations, clarifications or supplemental instructions set forth in the posted addenda shall be binding, and Proposers are warned that no other source is authorized to give information concerning, explaining or interpreting this RFP.

ATTEMPTS TO INFLUENCE THE SELECTION PROCESS

Except for clarifying written questions sent to the CAA, all proposers, including any and all persons acting on their behalf, are strictly prohibited from contacting any employee of the CAA or Board official, on or regarding any matter relating to this RFP from the time the RFP is issued until contract award.

The CAA reserves the right to disqualify any Proposer who contacts any employee of the CAA or Board official, other than the Purchasing Agent, concerning this RFP.

PUBLIC RECORDS

Each Proposer agrees that all information, data, documentation, and material submitted or provided by the Proposer shall become the property of the CAA and it shall not be returned to the Proposer. The CAA is subject to the requirements of the Connecticut Freedom of Information Act ("FOIA"). After CAA award of a Contract, all information, data, documentation, and material submitted shall be considered public information and may be made available for inspection in accordance with the FOIA. Any proprietary information, data, documentation, and material that the Proposer wishes to remain confidential (to the extent allowed under the FOIA) should be clearly identified in the proposal; however, such identification does not guarantee its confidentiality. Proposers specifically waive any claims against the CAA related to the disclosure of any materials if made pursuant to a public records request.

Proposer must submit a letter stating reasons for claiming confidentiality for every type of information that may be stamped confidential. Failure to comply with these procedures may result in the disclosure of this information. Proposer may be required to intervene in any public records request in order to protect its rights to confidential or proprietary information.

SCOPE

Phase One: Working with the CAA's Executive Director, strategic plan development (Mission, Vision, Strategic Goals and Objectives) will be undertaken with the involvement of CAA's Board of Directors and Senior Management Staff (CAA Team), and will serve as the foundation for the subsequent development of Action Plans to coordinate system,-wide efforts to achieve the Vision, Goals and Objectives developed in Phase One.

A. ***Planning Process, Situation Assessment and Key Priorities*** – Conduct interviews with the CAA Team to agree on Strategic Plan outputs, and to develop an understanding of the key challenges, opportunities and constraints facing the CAA. Develop the following as a basis for the Strategic Planning Design Team Workshop #1 to be conducted in Step 2 (below): Strategic Plan process and schedule

1. Proposed Design Team membership, and engagement plan for the Board of Directors, external stakeholders and staff;
2. Understanding of views concerning the current Vision and Mission statements;
3. Understanding of current business conditions, opportunities, issues and constraints;
4. Strengths, weaknesses, opportunities and threats (SWOT) analysis; and
5. Preliminary assessment of key priorities and goals.

- B. **Strategic Plan Design Team Workshop #1** – Based on the output from Step 1 above, conduct a Strategic Planning Design team workshop, to include:
1. Review of situation assessment and development of SWOT analysis;
 2. Development of critical issues inventory;
 3. Review of existing Mission statement and development of preliminary revised Mission statement;
 4. Review of existing Vision statement development of preliminary revised Vision statement;
 5. Review of the CAA's critical success drivers;
 6. Development of preliminary Strategic Goals; and
 7. Development of preliminary Strategic Objectives.
- C. **Strategic Plan Discussion Draft** – Based on the output from the Strategic Plan Design Team Workshop #1, prepare a discussion draft of the Strategic Plan, to serve as a basis for input from the CAA Team, to include:
1. Situation assessment and key issues summary;
 2. Preliminary revised Mission statement;
 3. Preliminary revised Vision statement;
 4. Preliminary Strategic Goals; and
 5. Preliminary Strategic Objectives.
- D. **Draft Plan Review and Validation** – Conduct a series of individual meetings and focus groups to obtain input regarding the draft Strategic, with the objective of:
1. Validating the situation assessment and issues inventory serving as the basis for the Plan;
 2. Obtaining comment and input from the CAA Team to refine the content of the draft Strategic Plan to ensure appropriate reflection of all interests associated with the successful implementation of the Plan; and
 3. Developing “buy-in” to the plan and its specific content.
- E. **Strategic Plan Design Team Workshop #2** – Based on input from the CAA Team, conduct a one day Design Team workshop designed to:
1. Review input received concerning the discussion draft Strategic Plan;
 2. Finalize Mission and Vision statements;
 3. Finalize Strategic Goals and Objectives; and
 4. Agree on the process and schedule for development of Action Plans.
- F. **Document Finalization** – Develop a final version of the Strategic Plan – Mission, Vision, Strategic Goals and Objectives. Prepare a Strategic Plan Summary document suitable for posting on the Airport website, and for distribution as required.

Phase Two – Action Plans would be undertaken collaboratively working with CAA staff teams assigned to the development of individual Action Plans associated with each Strategic Objective.

A. The Action Plan development process would be reviewed and coordinated by the CAA Team. Key steps would include:

1. Project kick-off;
2. Formation of action planning teams;
3. Development of draft action plans;
4. Development of measures, schedule and responsibilities;
5. Design team review of draft action plans; and
6. Finalization of action plans.

Phase Three – Implementation Support would include services to ensure that appropriate resources are applied to the implementation of the Plan, and that the Plan is adopted as the basis for the annual business planning and budget process. Implementation support may include, but is not limited to the following services:

1. Organization-wide staff engagement – Development of a program to roll-out the Strategic Plan to all staff, and stakeholders as appropriate;
2. Action Plan Team support – Working with Action Plan teams across the organization to activate and energize implementation of Action Plans;
3. Performance reporting and monitoring – Development of performance monitoring “dashboards” to track attainment of key performance measures associated with each objective;
4. Organizational design – Review and revise management organization as necessary to ensure that a suitable leadership team is in place to drive attainment of Strategic Goals and Objectives, and that the organization is structured to deliver results effectively and efficiently;
5. Workforce planning – Review of resources required to deliver Strategic Plan outcomes, including CAA staff and outsourced forces; and
6. Annual business planning process – Development of an annual business planning process that translates Action Plans into annual priorities and goals for each division of the CAA, and serves as a basis for both budget preparation, and divisional and individual performance monitoring.

SELECTION/EVALUATION CRITERIA

Proposals will be evaluated by a Selection Committee which will be seeking to distinguish which proposer has, through the appropriate combination of several criteria, the abilities to best perform the required services to the satisfaction of the CAA. While some criteria may be ranked higher than others in the selection process, the proposal that achieves the highest overall ranking will be considered top-ranked by the Selection Committee. The proposals will be evaluated using the following criteria.

- Direct experience with aviation industry, specifically with aviation management and the development of strategic planning and management decision-making

framework. Include a discussion of any perceived challenges of this project and the proposed plan to resolve them;

- Personnel's qualifications and experience to perform their respective roles including resumes of the Project Manager and key staff members who will be working on this project;
- Ability to identify and evaluate alternatives to assure cost effect and practical strategic planning;
- Cost proposal;
- Disadvantaged Business Enterprise participation;
- Current workload, demonstrated ability to meet schedules and ability to respond quickly to CAA's requests; and
- References.

INSURANCE REQUIREMENTS

Evidence of the following minimum insurance coverage must be provided:

- a. General Liability limits of \$1 million per occurrence.
- b. Motor Vehicle Liability Insurance with limits of \$1 million, per occurrence.
- c. Worker's Compensation coverage to Connecticut statutory limits or documentation evidencing an approved self-insurance program.
- d. Umbrella Liability limits of \$10 million excess of \$1 million primary layer for airfield services, otherwise \$5 million.

The CAA shall be named as additional insured on all policies of insurance with the exception of the Worker's Compensation insurance.

DISADVANTAGED BUSINESS ENTERPRISE PARTICIPATION

In accordance with Title 49, CFR.26, it is the CAA's policy to provide DBEs the opportunity to compete and/or participate in the performance of CAA contracts. Based on the funding source for each assignment the selected Proposer may be required to achieve a specific goal set by the CAA. The selected Proposer will, as necessary, complete DBE reporting requirements.

SMALL BUSINESS/MINORITY BUSINESSSS ENTERPRISE PARTICIPATION

In accordance with Connecticut General Statute 4a-60g, it is the CAA's policy to comply with the SBE/MBE set aside goals. Based on the funding source for each assignment the selected Proposer may be required to meet a specific set aside goal set by the CAA.

EMERGENCY STANDBY FOR GOODS AND/OR SERVICES

In the event of a declared emergency or natural disaster within the State of Connecticut, not resulting from inadequate inventory or contract expiration, but which are expected to be temporary in nature, the CAA reserves the right to request the goods and/or services called for in this contract from the Selected Proposer. The Selected Proposer shall make best effort to provide goods and/or services at the time and in the manner specified by the CAA. From the time a request for goods and/or services is made, the Selected Proposer shall acknowledge the request within one hour and have a workforce on site within ninety minutes. If the Selected Proposer is unable to respond or provide the goods and/or services requested, the CAA reserves the right to procure said good and/or services from another source. Selected Proposers called upon to perform under emergency circumstances shall supply goods and/or services in a timely manner such that time is of the essence.

Selected Proposers shall offer the CAA first priority for goods and/or services, which are unknown at this time, but which may be required during an actual emergency, from its regular sources of supply at the rates set forth in this Contract.

AMENDMENT OR CANCELLATION OF THE RFP

The CAA reserves the right to cancel, amend, modify or otherwise change this RFP at any time if it deems it to be in the best interest of the CAA to do so.

PROPOSAL MODIFICATIONS

No additions or changes to any proposal will be allowed after the proposal due date, unless such modification is specifically requested by the CAA. The CAA, at its option, may seek proposer retraction and/or clarification of any discrepancy or contradiction found during its review of proposals.

PROPOSER PRESENTATION OF SUPPORTING EVIDENCE

Proposers must be prepared to provide any evidence of experience, performance, ability, and/or financial surety that the CAA deems to be necessary or appropriate to fully establish the performance capabilities represented in their proposals.

ERRONEOUS AWARDS

The CAA reserves the right to correct inaccurate awards. This may include, in extreme circumstances, revoking the awarding of a contract already made to a proposer and subsequently awarding the contract to another proposer. Such action on the part of the CAA shall not constitute a breach of contract on the part of the CAA since the contract with the initial proposer is deemed to be void and of no effect as if no contract ever existed between the CAA and such proposer.

PROPOSAL EXPENSES

Proposers are responsible for all costs and expenses incurred in the preparation of proposals and for any subsequent work on the proposal that is required by the CAA.

OWNERSHIP OF PROPOSALS

All proposals shall become the sole property of the CAA and will not be returned.

OWNERSHIP OF SUBSEQUENT PRODUCTS

Any product, whether acceptable or unacceptable, developed under a contract awarded as a result of this RFP shall be the sole property of the CAA unless otherwise stated in the contract.

ORAL AGREEMENT OR ARRANGEMENTS

Any alleged oral agreements or arrangements made by Proposers with the CAA or any State agency or employee will be disregarded in any CAA proposal evaluation or associated award.

ADDITIONAL REQUIREMENTS

Covenants Against Kickbacks

1. For purposes of this subsection "Money" shall mean any cash, fee, commission, credit, and gift, and gratuity, thing of value or compensation of any kind.
2. For purposes of this subsection a "contract" means a written contract with the CAA or any other political subdivision of the State of Connecticut.
3. For purposes of this subsection a "Kickback" means any money, which is provided or is offered, as herein provided, for the purpose of obtaining or maintaining a contract or for rewarding favorable treatment in connection with any contract.
4. Proposer represents, warrants, covenants and agrees that neither Proposer nor its affiliates or any subcontractors (including any of their officers or employees) has provided or attempted to provide, either directly or indirectly, any Kickback to any employee or representative of the CAA. Proposer further warrants, covenants and agrees that neither Proposer nor its affiliates nor any subcontractors (including any of their officers or employees) will, in the future, provide or attempt to provide, either directly or indirectly, any Kickback to any employee of the CAA.

Please note: Failure to abide by the provisions of this section may, without additional notice, result in the immediate termination of any contract awarded.

OPM Iran Certification Form 7

In accordance with Public Act No. 13-162, effective October 1, 2013, certification form entitled "OPM Iran Certification Form 7" (Form 7) must accompany any "Large State Contract" ("Large State Contract" has the same meaning as provided in section 4-250 of the Connecticut General Statutes). See definition below.

*"Large state contract" means an agreement or a combination or series of agreements between a state agency or a quasi-public agency and a person, firm or corporation, having a total value of more than **five hundred thousand dollars***

in a calendar or fiscal year, for (A) a project for the construction, alteration or repair of any public building or public work, (B) services, including, but not limited to, consulting and professional services, (C) the procurement of supplies, materials or equipment, (D) a lease, or (E) a licensing arrangement. The term "large state contract" shall not include a contract between a state agency or a quasi-public agency and a political subdivision of the state.

Other Pertinent Information

All proposals received by the CAA will be subject to public disclosure following the completion of the evaluation and selection process as provided in the FOIA. Proposers should clearly identify any proprietary or confidential material or information they wish to have excluded from disclosure as provided by the pertinent statutes.

In addition all submissions will be reviewed for general responsiveness to the RFP. Completeness and creativeness of responses in the overall organization and presentation of the proposal for services will be evaluated.

Non-Discrimination Certification

Proposer must provide certification that it does not discriminate against any employee or subcontractor based on race, religion, color, gender, age, physical condition, national origin or any other legally protected status and that it maintains an environment free from discrimination and harassment.

Contract

This RFP is not a contract and, alone, shall not be interpreted as such. Rather, this RFP only serves as the instrument through which proposals are solicited. The CAA will pursue negotiations with the highest scoring Proposer. If, for some reason, the CAA and the initially selected Proposer fail to reach consensus on the issues relative to a contract, then the CAA may commence contract negotiations with other Proposers. The CAA may decide at any time to start the RFP process again.

Thereafter, Proposers will be required to sign a formal contract as identified in "Contract". The contract may include a liquidated damages clause at the discretion of the CAA.

Right to Reject Proposals

Submission of a proposal indicates acceptance by the responding firm of the conditions contained in this solicitation unless clearly and specifically noted in the proposal submitted and confirmed in the subsequent contract between the CAA and the responding firm selected.

Reservations

The CAA reserves:

The right to reject any or all proposals to serve the best interests of the CAA and its employees.

The right to negotiate with one or more Proposer when such action is deemed to be in the best interest of the CAA.

The right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected.

The right to cancel any agreement, if in its opinion, there is a failure by the Selected Proposer at any time to perform adequately the stipulations of the Scope of Work; or if there is any attempt to deceive the CAA or its employees; or if there is an attempt to willfully impose upon the CAA and its employees services which are, in the opinion of the CAA, of an unacceptable quality; or, if the Selected Proposer or its staff are found to have engaged in illegal or prohibited activities with respect to this agreement and the services provided or related activities.

- END OF RFP -